

# State *of the* Fleet Report

## Fiscal Year 2012



Prepared by:

Department *of* General Services  
Office *of* Fleet Management Services

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## Executive Summary

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Pursuant to Executive Order Number 89 (2005) “Purchase, Assignment and Use of State-owned Vehicles”, the Virginia Department of General Services (DGS) is to report annually on the performance of the statewide fleet management program. This report documents performance data and information on initiatives taken by DGS to continue movement towards an enterprise approach to managing the Commonwealth’s passenger-type vehicle assets.

To compile data necessary to complete this report, the DGS, Office of Fleet Management Services (OFMS) needed specific passenger vehicle performance data from state agencies that own, operate, and maintain their own fleet of passenger-type state vehicles. OFMS requested the needed data from state agencies through their designated Agency Transportation Officer (ATO). The data received from those agencies responding to OFMS’ request is used in this report.

OFMS also used data collected in its fleet management software system for this report. With over seven years worth of reliable data collected, OFMS has been able to make educated decisions and establish reliable benchmarks. These decisions have given OFMS the ability to make long term plans to improve the efficiency and cost effectiveness of the fleet.

In FY05, OFMS began re-engineering its fleet management processes towards an enterprise approach to managing the Commonwealth’s passenger-type vehicles. Status towards achieving these goals and objectives is included in this report.

The following represent “best practice” vehicle management performance indicators. These indicators are used in this report to document and compare OFMS performance to other state agencies and institutions that reported data:

- Maintenance Cost per Mile
- Direct Operating Cost per Mile
- Maintenance Cost per Vehicle

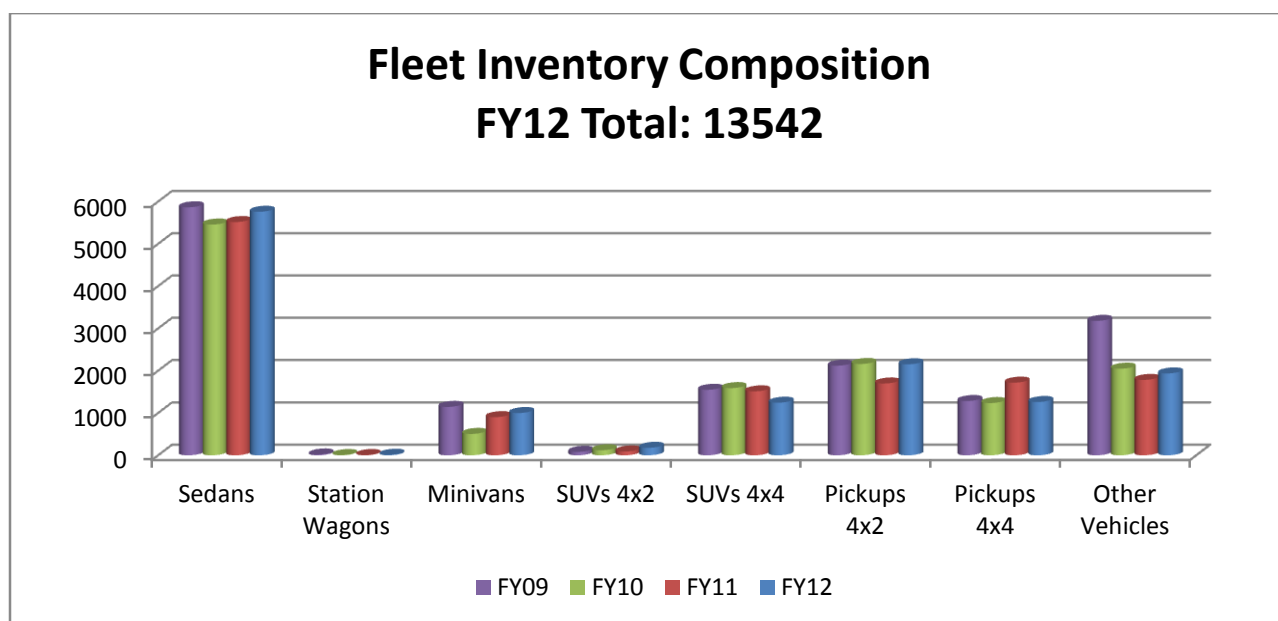
The report also provides an update on key programs offered and operated by OFMS. These include the State Motor Fuel Program, the Vehicle Management Control Center, and the Short-Term Rental Car Contracts.

## Fiscal Year 2012 State Fleet Review

This report provides a comparison of the state agency and institution performance data collected in FY09, FY10, FY11 and FY12. In addition, the report includes FY12 performance data from OFMS that can be compared against other agency and institution data.

### State Fleet Composition Data:

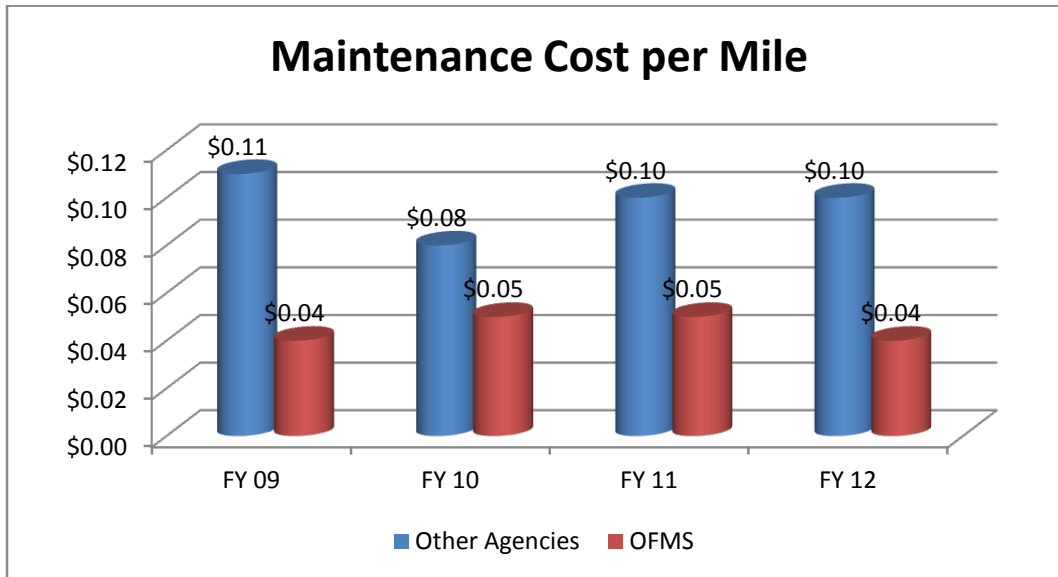
The state fleet composition has remained fairly consistent for the past few fiscal years. For FY12, we saw a 0.02% increase in the overall fleet size.



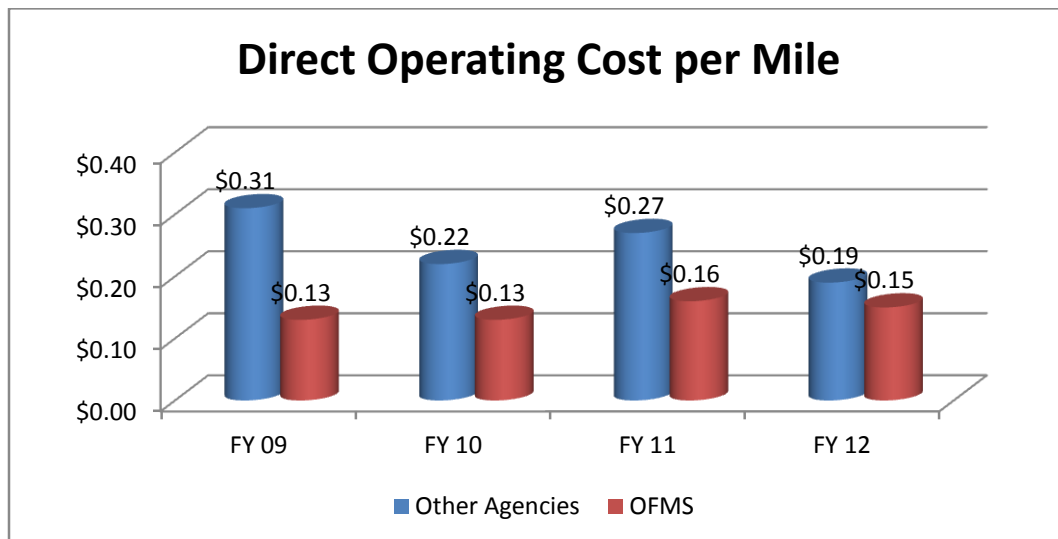
### Vehicle Management Performance Indicators:

The following performance indicators represent common state-level fleet management performance indicators. These figures give a big picture look at the performance of the Commonwealth fleet. Note that the information in the charts reflect that direct maintenance and operating costs are less for vehicles managed by OFMS than what was reported by state agencies and institutions. This data reflects direct costs only and does not consider operational overhead.

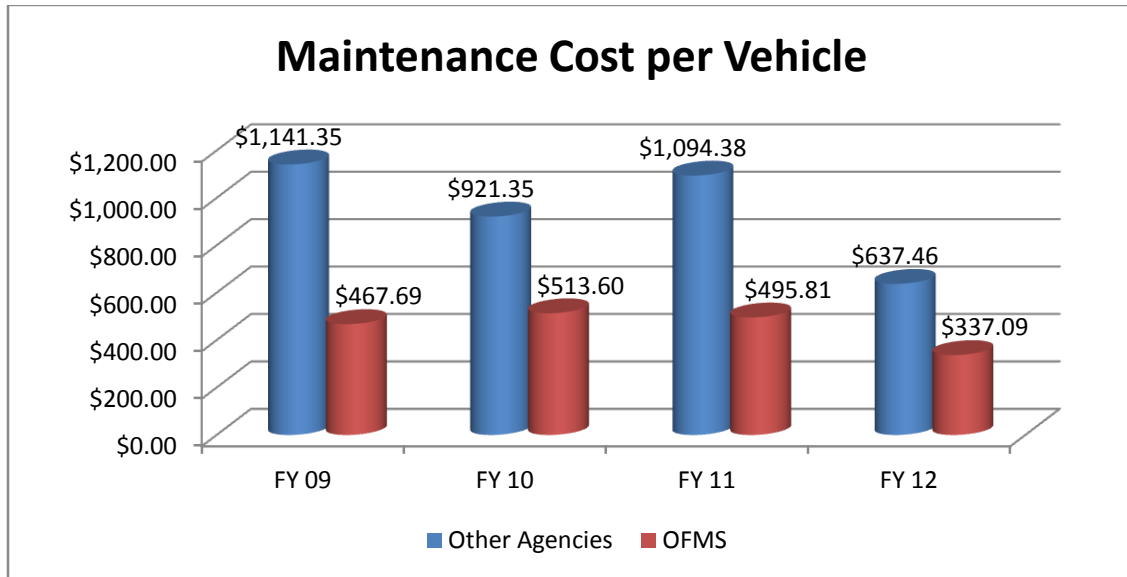
- State Agencies and Institutions Maintenance Cost per Mile Compared to OFMS Cost. Maintenance cost consists of all parts and labor costs associated with vehicle maintenance and repair. Accident repair costs have been excluded from these figures:



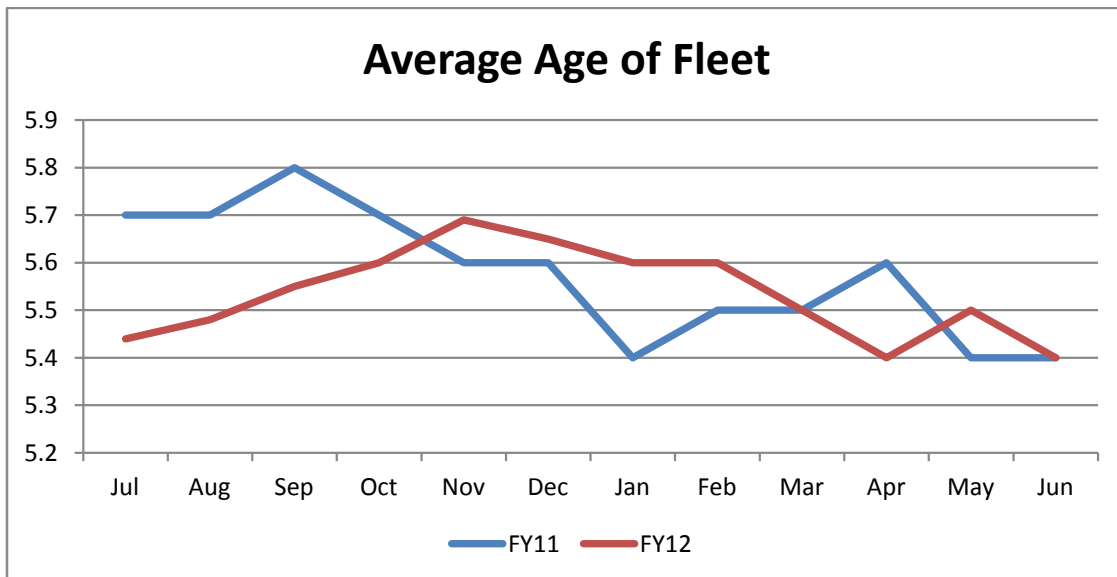
- State Agencies and Institutions Direct Operating Cost per Mile Compared to OFMS Cost. Direct Operating Cost consist of all maintenance costs plus fuel costs:



- State Agencies and Institutions Maintenance Cost per Vehicle Compared to OFMS Cost:



The OFMS Maintenance Cost per Vehicle decreased over the previous three fiscal years. New vehicle purchases have begun to lower the average age of the OFMS fleet, correlating to a decrease in maintenance costs. The expectation is that maintenance costs will continue to decline as the OFMS fleet composition continues to stabilize.



## Vehicle Management Control Center (VMCC):

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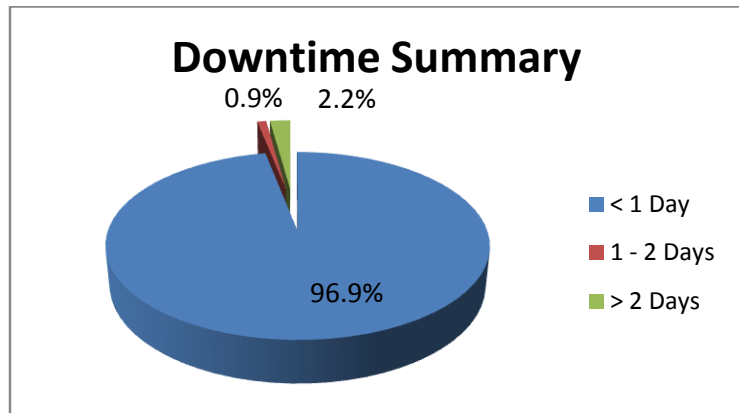
The VMCC is a public/private partnership between DGS and G4S (formerly All Star Fleet Services), to manage vehicle maintenance requirements for OFMS vehicles. The VMCC offers 24/7 availability to state drivers who have breakdowns or accidents. The VMCC follows repairs from cradle to grave and ensures that the best interest of the driver and the Commonwealth are at the forefront of the process.

### Vehicle Repair Downtime:

In FY12 96.9% of repairs were completed in less than 1 day, a slight decrease from last fiscal year.

The vehicle downtime does not have a concrete cost savings associated with it, but it does represent an operational efficiency to those who would otherwise be without transportation. The VMCC staff

is constantly looking for ways to have repairs completed more efficiently to minimize downtime. By increasing the size of the state-wide network of private vehicle repair facilities, the VMCC is able to schedule drivers at a repair facility (both State owned and private) that can complete the repair the quickest and at the best price. These efforts were critical in maintaining these rates within a reasonable range.

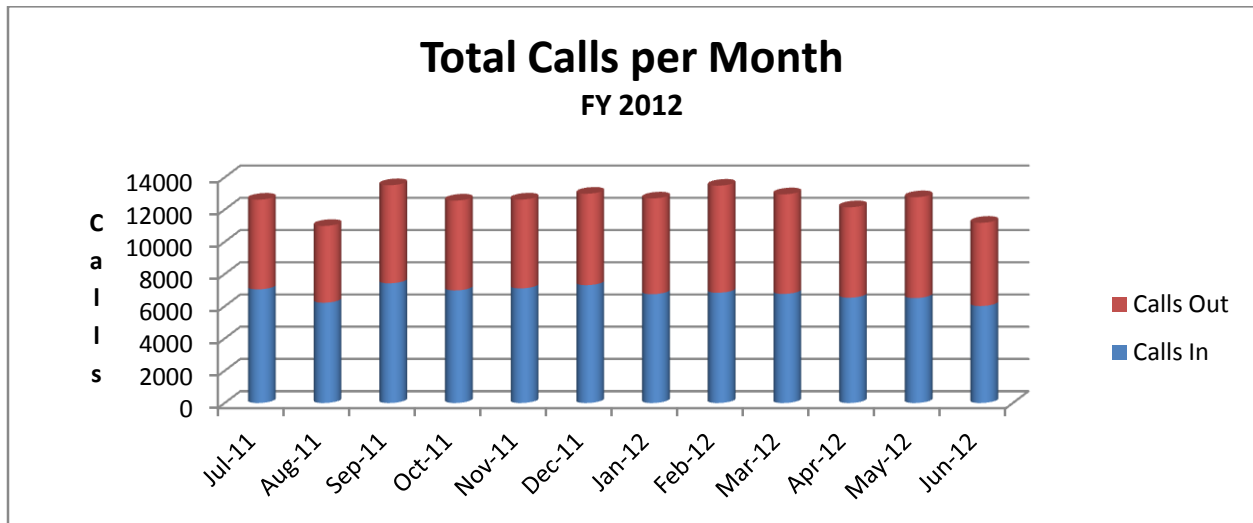


### Call Center:

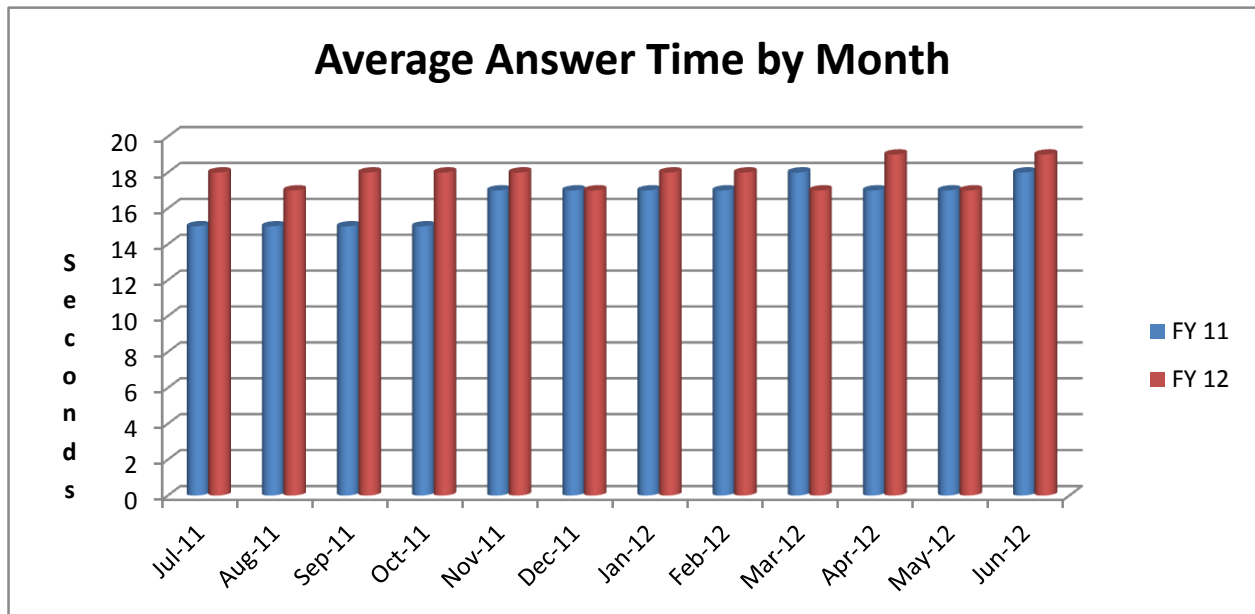
At the heart of the VMCC is the team of 7 contractor employees that handle all of the inbound phone calls from across the Commonwealth. A suite of call center specific programs collect extensive data on the call center activities and are used to evaluate performance and make adjustments to maximize customer satisfaction. The call center also utilizes an off-the-shelf fleet management software package “FASTER”. The FASTER application allows the VMCC to capture and track equipment information, maintenance data, vehicle usage, and fuel transactions. The performance of this call center is integral in the success of the VMCC program.

**Total VMCC Calls Completed:**

The call center completed a total of 150,539 phone calls during the reporting period; 81,564 of those calls were inbound to the call center and the remaining 68,965 outbound.

**Average Answer Time:**

In FY12 the average answer time was 18 seconds, the answer time is calculated from the first ring until an advisor answers the phones. In our application a 20 second voice recording for menu options is included in this time, although the recording does not have to be listened to in its entirety. The VMCC continues to perform far better than the general industry standard of 30 seconds.





## **VMCC Services for State Agencies and Public Entities:**

The VMCC program proved to be successful in the first phase so OFMS extended all of the VMCC services to other state agencies and public entities in Phase II. This service gives agencies the ability to relinquish maintenance control over the vehicles to the VMCC by providing the security of a 24 hour call center along with a turn-key maintenance management system. This program also affords users the same data collection and reporting tools OFMS utilizes for pool vehicles. Currently the following are participating in the program:

- Attorney General's Office
- Buckingham Correctional Center
- Capitol Police
- Christopher Newport University
- Department of Agriculture
- Department of Conservation and Recreation
- Department of Correctional Education
- Department of Corrections
- Department of Environmental Quality
- Department of General Services Surplus
- Department of Health
- Department of Motor Vehicles
- Department of Social Services
- Department of Treasury
- Dillwyn Correctional Center
- Emergency Management
- Halifax Correctional Unit
- Housing and Community Development
- Indian Creek Correctional Center
- Lord Fairfax Community College
- Northern Virginia Community College
- Piedmont Community College
- Rappahannock Regional Jail
- Rappahannock-Rapidan Community Services Board
- Region Ten Community Services Board
- Rehabilitative Services
- Richmond Redevelopment and Housing Authority
- Science Museum
- Virginia Correctional Enterprises
- Virginia Economic Development
- Virginia School for the Deaf and Blind
- Virginia Tourism Authority
- Wallens Ridge Correctional Center
- Wytheville Community College

## State Motor Fuel Program

DGS was directed by the General Assembly to procure, through a competitive procurement process, gasoline and diesel fuel for state and local government entities. DGS conducted the procurement process and on August 11, 2010 awarded contracts for bulk gasoline and diesel fuel purchased to fill state and local government owned bulk fuel tanks and a fuel card contract for the purchase of fuel from commercial retail fuel providers. The resulting contracts were combined to form the State Motor Fuel Program. The contracts became available for use in October 2010.

Through a concerted marketing campaign, promoting the benefits of the contracts, there continues to be increased participation by local public bodies and institutions of higher education. A complete listing of the participating entities is attached.

### Fuel Program Usage Summary:

Figures include statewide bulk fuel, consignment fuel and fuel card usage for gasoline and diesel fuels.

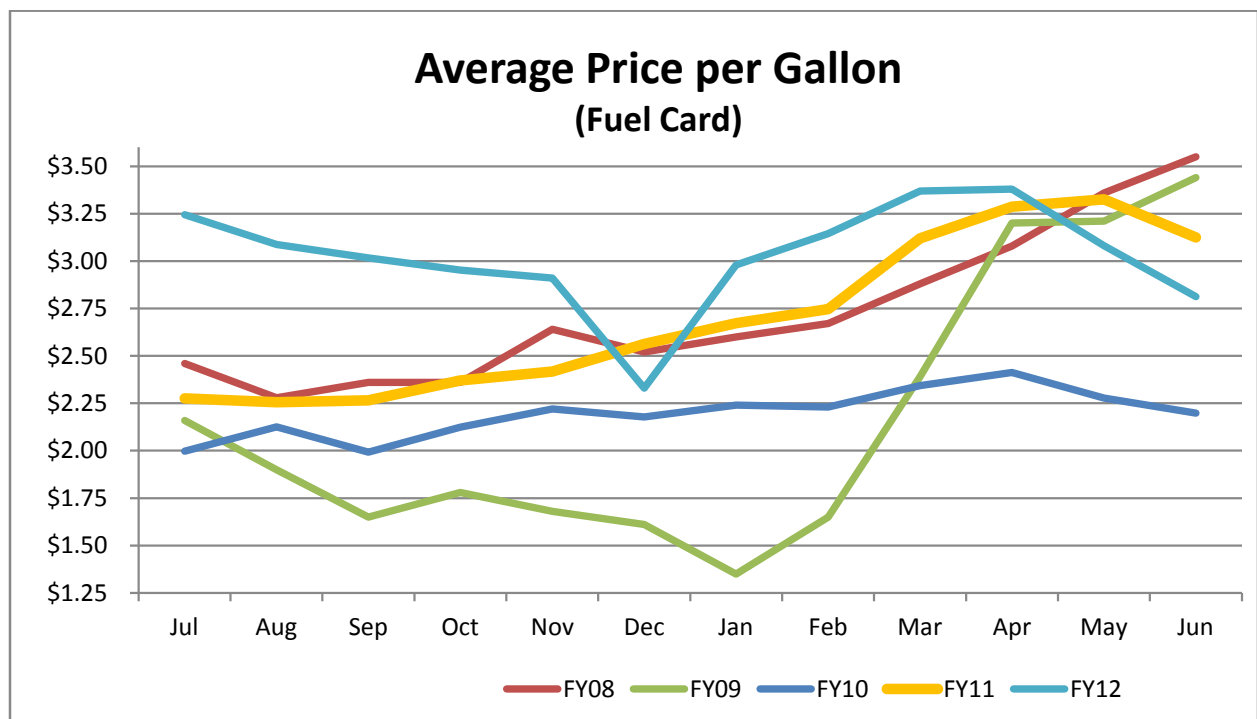
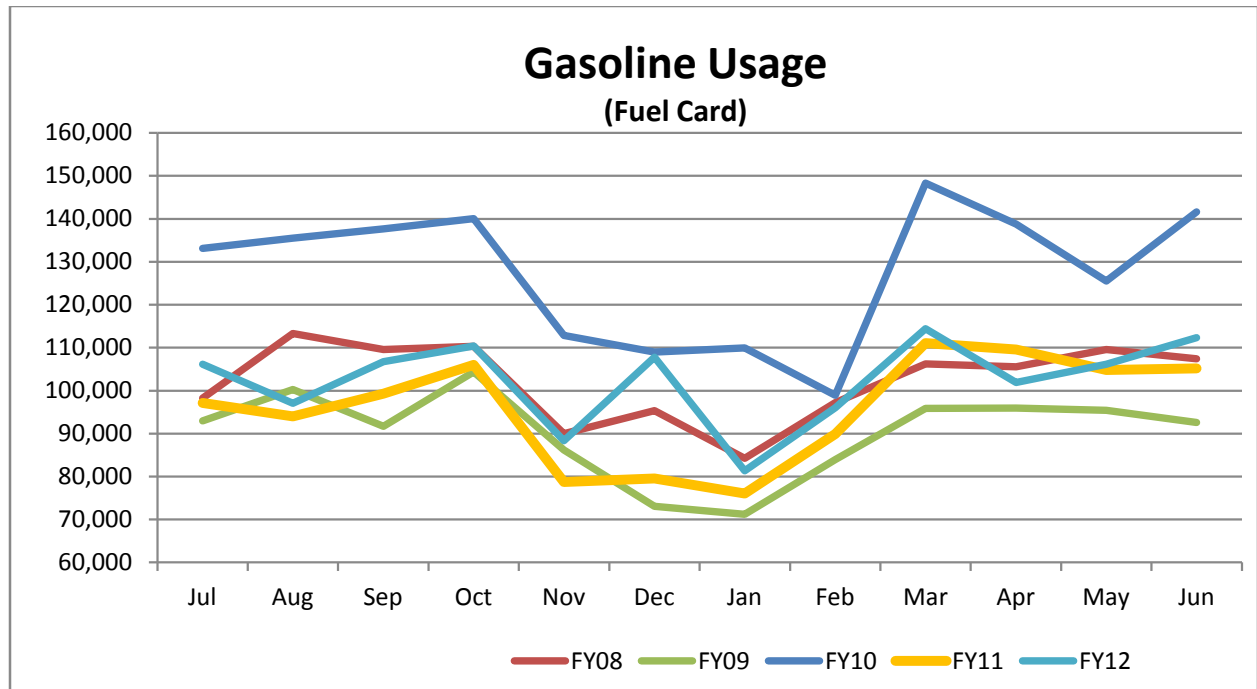
	Gallons	Total \$	Price Per Gallon
<b>FY11 / Q2</b>	3,621,981	\$9,132,375.98	\$2.52
<b>FY11 / Q3</b>	4,630,156	\$13,561,784.41	\$2.93
<b>FY11 / Q4</b>	4,330,938	\$14,114,158.96	\$3.26
<b>FY12 / Q1</b>	4,911,281	\$15,387,981.39	\$3.13
<b>FY12 / Q2</b>	4,368,454	\$13,128,012.31	\$3.01
<b>FY12 / Q3</b>	4,518,539	\$14,780,871.76	\$3.27
<b>FY12 / Q4</b>	4,554,781	\$14,206,156.27	\$3.12

### Fuel Card Program:

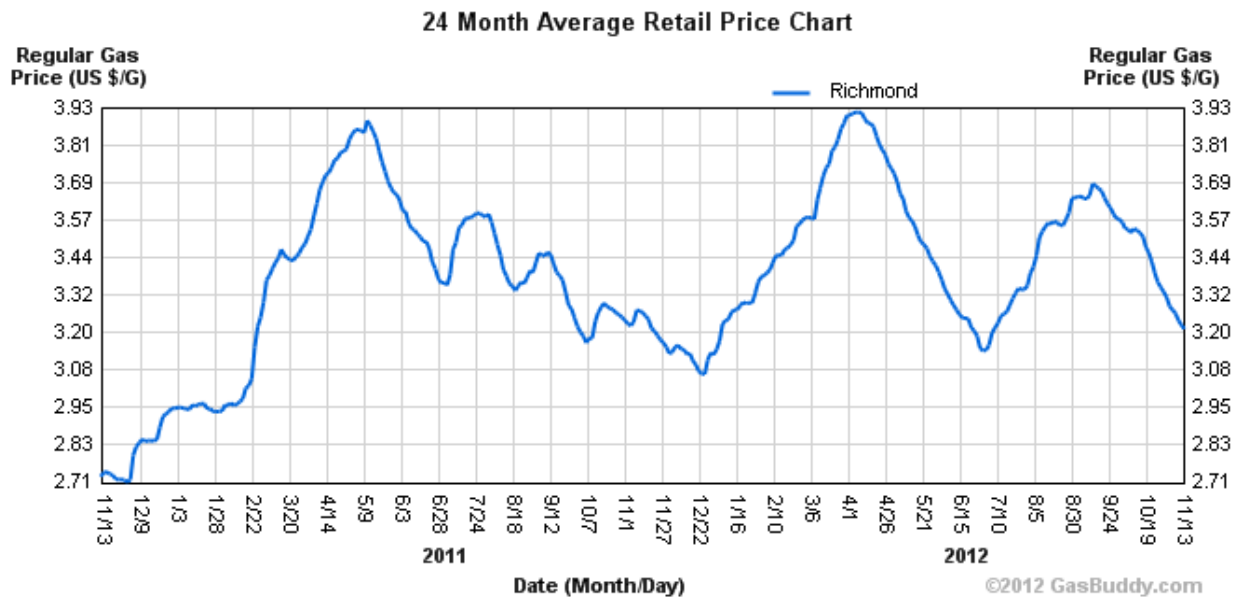
The OFMS fuel card program is an OFMS contracted service provided by a private sector fuel service provider. This service provides state drivers access to over 16,000 commercial fuel sites statewide, while still maintaining the ability to use state owned sites. Fuel purchase data is transferred into the VMCC fleet management system allowing each agency to receive one consolidated and detailed monthly bill for fuel card purchases

#### OFMS Pool Car Fuel Purchases:

Voyager Card	FY08	FY09	FY10	FY11	FY12
<b>(Usage/Gallons)</b>	1,213,683	1,083,493	1,059,247	1,151,270	1,228,621
<b>(Cost)</b>	\$3,355,870	\$2,398,795	\$2,362,738	\$3,137,283	\$3,717,212
<b>Avg. Price per Gallon</b>	\$2.77	\$2.17	\$2.19	\$2.70	\$3.03

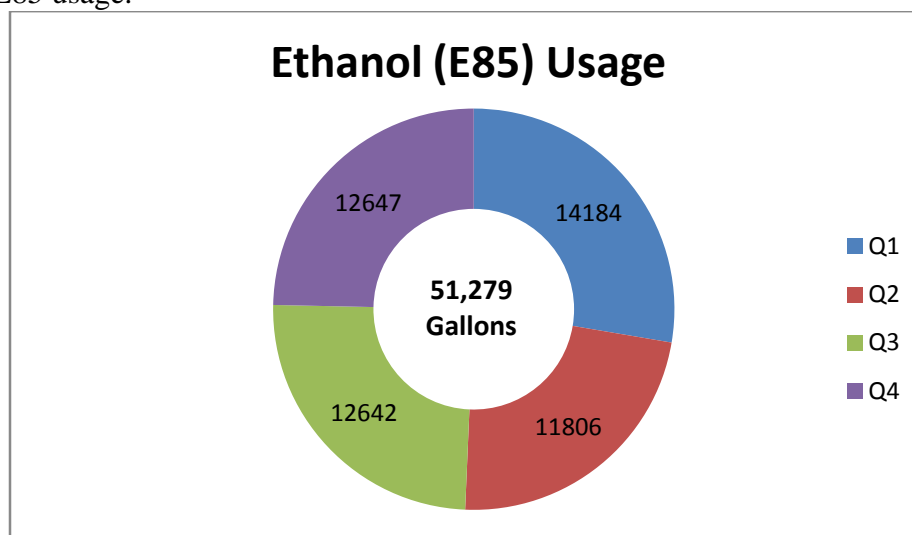


The following represents the average retail cost in the Richmond, VA area for the past two years.



### E85 Fueling Station:

The first ethanol based fueling site for state owned vehicles became operational at the OFMS Central Garage in October 2006. Since that time OFMS has been proactive in educating state drivers of the usage and availability of the fuel. The FY12 usage of 51,279 gallons represents a continued increase in E85 consumption. Increased participation from surrounding agencies along with the increased availability of Flex-Fuel vehicles in the fleet contribute the higher than anticipated E85 usage.



### Alternative Fueling Stations in Virginia

As of: 10/31/12

	Public (Commercial, etc)	Private (Military, City, etc)	FY12 Total	FY11 Total
Biodiesel (B20 and above)	3	11	14	11
Compressed Natural Gas	4	11	15	9
Electric	98	36	134	35
Ethanol (E85)	7	11	18	14
Hydrogen	0	2	2	1
Liquefied Natural Gas(LNG)	0	0	0	0
Liquefied Petroleum Gas (Propane)	49	10	59	47
<b>Total</b>	<b>161</b>	<b>81</b>	<b>242</b>	<b>117</b>
Data Source: U.S. Department of Energy				
<a href="http://www.afdc.energy.gov/afdc/locator/stations/state">http://www.afdc.energy.gov/afdc/locator/stations/state</a>				

## Short Term Rental Program

### Enterprise Rental Contract:

In the Fall of 2006, a DGS contract with Enterprise Rent-a-Car became available for use by state agencies across the Commonwealth. This service was provided to give state agencies and their employees an option to use an Enterprise vehicle rather than the employees' personal vehicle when traveling on state business. At the time the contract was made available to state employees, the personal travel reimbursement rate for employees when using their personal vehicle was 44.5 cents per mile.

In FY12 state employees traveled a total of 5,265,101 miles in Enterprise vehicles for a total Enterprise rental cost of \$1,787,873 and a fuel cost of approximately \$674,713. This calculates to approximately 47 cents per mile. If that same number of miles (5,265,101) would have been reimbursed using the personal reimburse rate in affect in FY12 of 55.5 cents per mile would have cost the Commonwealth approximately \$2,922,131. The use of the Enterprise car rental option has resulted in cost avoidance to the Commonwealth in FY12 of approximately \$459,545.

(Note: FY11 mileage \$.50 July-December and \$.51 January – June)

<b>CoVA Cost Avoidance (Enterprise Rentals)</b>	<b>FY09</b>	<b>FY10</b>	<b>FY11</b>	<b>FY12</b>
Miles Driven	4,590,077	4,314,009	4,755,594	5,265,101
Fuel Used (Gallons @ 27 MPG)	170,003	159,778	176,133	195,004
Ave Fuel Cost/Gal	\$2.17	\$2.23	\$3.05	\$3.46
Fuel Cost	\$368,906	\$356,305	\$537,206	\$674,713
IRS Mileage Rate	\$0.585	\$0.550	\$0.505	\$0.555
Personal Reimbursement Cost (Potential)	\$2,685,195	\$2,372,705	\$2,401,575	\$2,922,131
Less Rental Vehicle Cost	(\$1,325,436)	(\$1,693,529)	(\$1,545,392)	(\$1,787,873)
Less Rental Fuel Cost	(\$368,906)	(\$356,305)	(\$537,206)	(\$674,713)
<b>CoVA Cost Avoidance (YTD)</b>	<b>\$990,853</b>	<b>\$322,871</b>	<b>\$318,977</b>	<b>\$459,545</b>

## FY12 Accomplishments

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- **State Motor Fuel Program:** The State Motor Fuel Program has been a great success for OFMS and has been a popular program for local governments and entities. With a focus on promoting the contracts and intergovernmental collaboration, more than 170 accounts have joined onto the program. A complete listing of non-mandated accounts is attached.
- **E85 Usage:** OFMS saw another drastic increase in E85 usage in FY12. At 25,709 gallons, the FY11 numbers exceeded expectations. For FY12, 51,279 gallons of E85 consumed continues the same trend.
- **Governor's PPEA on Alternative Fueled Vehicles:** OFMS was an active participant in the Governor's PPEA for the conversion of vehicles to alternative fuels. OFMS was instrumental in guiding the PPEA and developing the resulting contracts for fuel, vehicles and fueling infrastructure.
- **Short-Term Rental Contract Renewal:** In conjunction with DGS procurement, the Short-Term Rental solicitation was released. The winning contractor was Enterprise Rent-a-Car. Although there were minor contract changes, pricing was at or below existing rates and the transition for end users was transparent.

## FY13 Initiatives

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- **Commonwealth Alternative Fuel Program:** OFMS will be spearheading the Commonwealth's alternative fuel initiative and managing the contracts resulting from the Governor's PPEA on Alternative Fuel Vehicles. OFMS will be launching a website dedicated to the promotion and education of the two selected alternative fuel, propane and natural gas. This website will act as the initial portal for agencies to explore the contracts and find resources related to alternative fuels. OFMS will be actively engaged with agencies as they develop their future vehicle requirements and provide guidance where these fuels can benefit their operation.
- **OFMS Propane Fueling Facility:** As a result of the Governor's PPEA on Alternative Fuel Vehicles, OFMS will be pursuing the construction of a propane fueling station for the central garage location. Target completion is January 2013.
- **OFMS Safety Program Review:** The OFMS Safety program has been very popular with agencies and has been the Commonwealth's go-to online program for driver safety, available via the Commonwealth Knowledge Center. OFMS will be reviewing and updating this program to ensure it still meets the needs of the Commonwealth and incorporates all industry best practices for driver safety.

## Conclusion

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Many of the positive trends from FY11 continued to cultivate during FY12. First, the maintenance costs for OFMS leased vehicles continue to fall. This, in part, is related to the drop in the average age of the fleet. As OFMS moves through a structured reduction in the age of fleet vehicles, this number is expected to decrease even further. Another contributing factor into the decreased maintenance costs was a change in vehicle purchasing patterns. Historically vehicles were purchased in large batches 1 – 2 times a year. This resulted in extended wait times for vehicles and certain repairs were completed to older vehicles in order to keep them operational while the replacement was in the queue. By ordering vehicle in smaller batches, more frequently, OFMS was able to not only reduce wait times for new assignments but was also able to quickly respond to vehicle breakdowns and avoid high-mileage high-dollar repairs that significantly increase costs.

The VMCC is an ongoing success for OFMS and enjoyed a significant milestone of 100,000 completed work orders. The VMCC performance statistics still continue to beat industry standards for call wait times, answer times, and talk times. For FY12 the process established to incorporate VDOT facilities into the vendor network was re-worked to facilitate the VDOT internal change to the Cardinal financial package. As a part of this process change, OFMS was able to improve oversight and decrease invoice processing times.

OFMS continues to evaluate its customer interface and in FY12 refreshed the OFMS Form-1, the central request form used by OFMS customers. The refresh of the form allows users a more comprehensive, yet easier to understand interface that is now electronically fill-able. OFMS has also continued to use the website as a central portal for relaying information and tools to ATOs and drivers to include the newly finalized Vehicle Justification Calculator.

The major focus for FY13 will be the new CNG and propane contracts. OFMS will be spearheading the launch and the day to day operational management of the contracts. With CNG and propane infrastructure planned for the Richmond area, OFMS will be reevaluating purchasing plans, based on agency feedback, and maximize the use of these fuels where financially viable. Much like the State Motor Fuel Program, OFMS hopes to market these contracts not just to state agencies but local public bodies as well. The success of this initiative will stem from partnerships that can justify and support fueling infrastructure throughout the Commonwealth.



## Attachment 1: Non-Mandated State Motor Fuel Program Accounts

### Bulk Fuel Accounts

1. Capital Region Airport Commission
2. Carroll County Public Schools
3. Central Virginia Community College
4. Central Virginia Training Center
5. Christopher Newport University
6. City of Buena Vista
7. City of Hopewell
8. City of Lynchburg – Fleet Services Dept.
9. City of Lynchburg Public Schools
10. City of Martinsville
11. City of Newport News
12. City of Newport News Public Utilities
13. City of Petersburg Public Schools
14. City of Poquoson
15. City of Williamsburg
16. College of William and Mary
17. County of Louisa
18. County of York
19. Dabney S. Lancaster Community College
20. Danville Community College
21. Dept. of Military Affairs – State Military Reservation
22. Fairfax County Water Authority/Fairfax Water
23. Fauquier County Fleet Maintenance
24. Franklin County School Board
25. Goochland County
26. Grayson County Public Schools
27. J. Sargeant Reynolds Community College
28. James Madison University
29. Liberty Volunteer Fire Department- Halifax County
30. Longwood University
31. Loudoun County Central Garage
32. Manassas Park City Schools
33. Middle Peninsula Regional Security Center
34. Mountain Empire Community College
35. Northampton County Public Schools
36. Northern Virginia Community College, Loudoun/Annendale/Med. Campus
37. Nottoway County Schools
38. Old Dominion University
39. Powhatan County Public Schools
40. Pulaski County Public Schools
41. Radford University
42. Rappahannock Community College- Warsaw/Glenns Campus
43. Richard Bland College
44. Southside Virginia Community College- Christanna/Keysville Campus
45. Southwest Virginia Community College
46. Southwest Virginia Training Center
47. Thomas Nelson Community College
48. Tidewater Community College
49. Town of South Boston
50. Town of Vienna
51. University of Mary Washington
52. Virginia Highlands Community College
53. Virginia Military Institute
54. Virginia State University
55. Virginia Tech-Fleet Services
56. Virginia Western Community College
57. Washington County General Services- Solid Waste, Transfer Station
58. Washington County Public Schools
59. Wytheville Community College

### Fuel Card Accounts

1. Amelia County Public Schools
2. Amherst County Sheriff's Office
3. Augusta County
4. Bath County School Board
5. Bland County
6. Blue Ridge Community College
7. Blue Ridge Regional Jail Authority
8. Botetourt County Public Schools
9. Carroll County Public Schools
10. Carroll-Grayson-Galax Solid Waste
11. Central Virginia Community College
12. Central Virginia Community Services
13. Christopher Newport University
14. City of Alexandria
15. City of Lynchburg
16. City of Manassas Park
17. City of Petersburg Public Schools
18. City of Poquoson
19. City of Waynesboro

20. Clarke County Joint Administrative Offices
21. Clarke County Public Schools
22. College of William and Mary
23. County of Chesterfield
24. County of Craig
25. County of Fairfax
26. County of Frederick
27. County of Henrico
28. County of Louisa
29. County of Page
30. County of Patrick
31. County of York
32. Culpeper County
33. Dabney S. Lancaster Community College
34. Danville Community College
35. Danville-Pittsylvania Community Services
36. District 19 Community Services Board
37. District Three Governmental Cooperative
38. Eastern Shore Community College
39. Essex County Board of Supervisors, Dept. Social Services
40. Fauquier County Public Schools
41. Floyd County Schools
42. Franklin County School Board
43. Franklin Redevelopment and Housing Authority
44. George Mason University
45. Germanna Community College
46. Goochland County
47. Grayson County
48. Grayson County Dept.of Social Services
49. Hampton City Public Schools
50. Hampton-Newport News Community Services Board
51. Hanover County Fleet Services
52. Isle of Wight County Public Schools
53. Isle of Wight County Sheriff's Office
54. J. Sargeant Reynolds Community College
55. James City
56. James Madison University
57. John H. Enders Fire and Rescue Co.
58. John Tyler Community College
59. King and Queen County
60. King George County
61. King William County
62. Longwood University
63. Lord Fairfax Community College
64. Loudoun County Central Garage
65. Louisa County Police Department
66. Louisa County Public Schools
67. Louisa County Water Authority
68. Manassas Park City Schools
69. Meherrin River Regional Jail
70. Middle Peninsula Regional Security and Comm. Services Board
71. Middlesex County
72. Montgomery County School Board
73. Mountain Empire Community College
74. New River Community College
75. New River Resource Authority
76. New River Valley Community Services Board
77. Norfolk State University
78. Northern Virginia Community College
79. Old Dominion University
80. Patrick County Public Schools
81. Patrick Henry Community College
82. Paul D. Camp Community College
83. Peumansend Creek Regional Jail
84. Piedmont Community Services Board
85. Piedmont Virginia Community College
86. Potomac River Fisheries Commission
87. Powhatan County
88. Prince William County
89. Pulaski County Public Schools
90. Radford City Schools
91. Radford University
92. Rappahannock Area Community Services Board
93. Rappahannock Community College
94. Rappahannock Regional Jail
95. Region 10 Community Services Board
96. Richard Bland College
97. Richmond Behavioral Health Authority
98. Richmond Redevelopment and Housing Authority
99. Riverside Regional Jail
100. Rockbridge Area Community Service Board
101. Rockingham County and Clover Hill Vol. Fire Dept.
102. Shenandoah County Public Schools
103. Shenandoah Valley Department of Social Services
104. Southside Virginia Community College
105. Southwest Virginia Community College
106. Tazewell County
107. Thomas Nelson Community College
108. Tidewater Community College
109. Town of Big Stone Gap
110. Town of Bluefield
111. Town of Chincoteague
112. Town of Exmore
113. Town of Kilmarnock
114. Town of Louisa
115. Town of Onancock
116. Town of South Boston
117. Town of Vienna
118. Town of Windsor

- 119. University of Virginia School of Continuing Studies
- 120. University of Virginia's College at Wise
- 121. Valley Community Services
- 122. VCU Fleet Management
- 123. VCU Transportation Safety Training Center
- 124. Virginia Cooperative Extension - Fauquier
- 125. Virginia Highlands Community College
- 126. Virginia Marine Resource Commission
- 127. Virginia Military Institute
- 128. Virginia Peninsula Regional Jail
- 129. Virginia Tech – Dept. Recreational Sports
- 130. Virginia Western Community College
- 131. Warren County Public Schools
- 132. Washington County School Board
- 133. Western Tidewater Community Services Board
- 134. Western Tidewater Regional Jail
- 135. Westmoreland County
- 136. Wythe County Board of Supervisors
- 137. Wytheville Community College